

## Proposed Action Items

As a means of implementing the recommendations in this report, the Task Force recommends the Administrator take the following actions:

- C     Designate an EPA Science Advisor, with the Assistant Administrator for the Office of Research and Development (ORD) being the recommended choice among a variety of options.
- Direct the Assistant Administrator of ORD to undertake a review of the current operations of the Office of Research and Development, as well as the Agency's standing groups chartered with scientific review (e.g., the Risk Assessment Forum, the Science Policy Council, the Science Advisory Board), and make recommendations on how to better focus the efforts of ORD and these groups to meet the goals of the Task Force. Recommendations specific to ORD should be completed within 30 days of the receipt of the Task Force Report. Those concerning the Agency's standing groups should be completed by October 1.
- C     Designate the Associate Administrator for the Office of Policy, Economics and Innovation (OPEI) as the EPA Economic Advisor.
- Affirm support for the Option Selection Process. Option selection meetings should be held both early in the process, as the range of options and approaches are being selected for analysis, as well as later in the process when specific options are chosen. Program Office Assistant Administrators, in consultation with OPEI, should identify key decision points for discussion with the Deputy Administrator and the "core offices" (OGC, ORD, OPEI, and OECA).
- C     Task the Associate Administrator for OPEI, in consultation with Assistant Administrators, to identify by August 1 those specific rules, key non-regulatory policies, and guidance decisions "in the pipeline" (requiring final decisions within the next 6 months) that should be subject to an official options selection meeting or other broader Agency review process.
- Direct OPEI and the Regulatory Steering Committee to inventory those regulatory actions, key non-regulatory policies and guidance decisions with longer time horizons by September 30. These can then be tiered and subjected to the revised action development system as appropriate.
- C     Affirm the need to prepare analytic blueprints for Tier 1 and 2 actions, and continue to encourage the preparation of blueprints for those in Tier 3. Direct OPEI and the Regulatory Steering Committee to review the analytic blueprint guidance and make appropriate changes.

- Direct all core offices to review Analytic Blueprints for Tier I and Tier II actions. Other offices may review these documents at their option. Reviews should be in written format and should address the originating office's proposed approach for addressing scientific, data quality, legal, cross media, economic and implementation issues, as appropriate, according to the expertise of the reviewing office.
- C Direct OPEI, in coordination with the Regulatory Steering Committee, to review, create, and revise as necessary, the regulatory process guides affected by these recommendations.
- C Direct OPEI, in consultation with the Regulatory Steering Committee, to review, create, and revise as necessary, training affected by these recommendations. Require training of workgroup chairs, workgroup members, and all managers involved in the regulatory and policy development process.
- C Establish a Senior Policy Council, chaired by the Deputy Administrator, to manage cross-cutting regulatory and policy issues. The Deputy Administrator should task a steering committee composed of individuals from ORD, OPEI and other offices with both reviewing current cross-cutting policy committees (e.g., Science Policy Council, Regulatory Policy Council) and recommending how these committees should be focused to support the Senior Policy Council. This review should address whether the charters of these groups are duplicative, whether they are addressing priority issues or significant gaps exist, or if consolidation would be appropriate.
- C Charge OPEI with evaluating, updating, and maintaining the Action Tracking System, incorporating key non-regulatory cross-cutting or guidance decisions that should be tracked.
- C Task OCFO in consultation with ORD, OPEI and OEI with an evaluation of how the Agency can better measure and evaluate the effectiveness of its actions in terms of the Government Performance and Results Act (GPRA) including whether sufficient collection of environmental outcome/indicator data is occurring to allow an evaluation of the effectiveness of a rule.
- Delineate responsibilities and establish procedures to assure accountability throughout the regulatory and policy development process:
  - For Tier I and II actions, direct "core offices" (OGC, ORD, OPEI, and OECA) to participate on workgroups, be present at options selection meetings and provide written review of final Agency packages.
  - C For Tier III actions, direct the Regulatory Steering Committee to devise a mechanism (e.g., through improvements to the use and implementation of side agreements that may involve concurrence) to ensure that offices participating in these rules can resolve any issues that may arise. To make this system work, these mechanisms should be tracked

by the Action Tracking system. Issues stemming from these actions should also be raised at the bimonthly meeting with the Deputy Administrator.

- Direct program offices to consult with OPEI whenever a Tier III rule is designated for review by OMB. OPEI, as the regulatory process manager, should then work with the program to determine whether additional Agency review would be appropriate for that rule and consult with the Deputy Administrator as necessary.
- Direct Lead Regions (and other regions as requested) to assist National Program Managers (NPMs) in ensuring that implementation issues are addressed in Agency actions. Regional Administrators should encourage regional participation on Agency workgroups.
- Direct OPEI and the Regulatory Steering Committee to amend the Tiering process by August 1. Program offices should continue to recommend tiering categories. These should be vetted at the Regulatory Steering Committee. OPEI, in consultation with the affected AA and appropriate senior staff (if there are any issues with a particular tiering request form) should then forward its recommendation to the Deputy Administrator. The Deputy Administrator will approve the final tiering designation.
- Request that the Deputy Administrator hold regularly scheduled meetings (at least bimonthly) with AAs and Regions to track progress on priority actions and resolve regulatory and policy issues.
- Issue a memorandum to all Agency personnel on the Administrator's priorities for regulatory policy.
- Direct OCFO and the Office of Administration and Resources Management (OARM) to work with OPEI and ORD to evaluate and recommend the resource and organizational changes required to implement the new responsibilities covered by these actions.
- Task the Regulatory Steering Committee with reviewing the "Additional Recommendations" submitted with the Task Force Report and taking action on those that it deems appropriate.
- Direct OPEI and the Regulatory Steering Committee with revisiting the regulatory development process six months after these changes are implemented to determine if additional changes or revisions are necessary.
- Affirm that the lead program office (AA/NPM) has the primary responsibility, accountability and authority for the overall timeliness and quality of individual rulemaking actions, including the science, economic, policy, program and implementation considerations. Lead programs should work with OPEI to manage rulemaking actions through the action development process.